

K. J. Kornel

15 November 1978

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM: Director of Central Intelligence

SUBJECT: Fitness Reports

1. I've read a few more actual Agency fitness reports in the last few weeks, mainly on Chiefs of Station. I find them distressing in two respects.

a. The job descriptions on the first page which have to be filled in and on which the individual gets his principal grades are generally meaningless. There are no standards against which to judge the individual's capabilities and characteristics. People just write in what the job was but there is no room to tell if the individual is a good leader, a good manager, etc.

b. The bulk section, which sometimes runs to four and five pages, generally says almost nothing about the individual.

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2. Attached is my version of what I would like to see as a major revision to let us get into the fitness report some of the details that now go into these unofficial evaluation forms which are passed out by and for the panels. I would like to see the report changed sufficiently that people really sit up and take notice when filling it out. That is one reason I have suggested handwritten comments not more than three-quarters of a page.

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STANSFIELD TURNER

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bcc:



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Employee Number	Name										
Official Position Title	Off/Div/Br of Assignment	Current Station									
Type of Appointment		Type of Report									
Career	Reserve	Temporary	Initial	Annual	Reassignment	Special					
Contract	Special	Other	Reporting Period (From-To)		Date Report Due						
Duties Assigned											
<p>A. SPECIFIC ASPECTS OF PERFORMANCE (check appropriate box)</p> <p>1. Goal Setting and Achievement (define realistic goals; develops plans and priorities; involves subordinates in planning; responds positively to changing circumstances; effectively achieves goals)</p> <p>2. Subordinate Management and Development (establishes equitable and consistent policies; considers the ideas and suggestions of subordinates; is effective in personal supervision; places subordinates in challenging situations to develop their abilities; delegates authority commensurate with subordinates' capabilities)</p> <p>3. Working Relations (works for high morale while accomplishing mission; cooperates harmoniously with others; encourages subordinates' initiatives in accomplishing work; gives personal counseling and timely performance appraisal)</p> <p>4. Financial and Material Management (considers economy in management; encourages resourcefulness in material utilization; is committed to improvement of working and living environment)</p> <p>5. Organization Support (exhibits positive attitude; observes two-way chain of command; seeks and accepts responsibility; uses authority properly; strives for professional self-improvement)</p> <p>6. Response in Stressful Situations (recognizes potential hazards; retains composure and effectiveness; acts decisively; takes effective action)</p> <p>7. Equal Opportunity (takes effective action to increase his own and his subordinates' racial awareness; initiates actions supporting Equal Opportunity goals, programs and directives; considers minority groups in planning and implementation of personnel actions; actively seeks to eliminate racism and sexism in the organization)</p>			Not Obs Not Appl	High	Mid	Low					
			A	B	C	D	E	F	G	Marg	Unsat
<p>B. SKILLS</p> <p>1. Speaks Effectively</p> <p>2. Writes Effectively</p> <p>3. Tradecraft</p> <p>4. Administration</p> <p>5. Foreign Language</p> <p>6. Analysis</p>											
<p>C. PERSONAL TRAITS (check appropriate box)</p> <p>1. Judgment (sound reasoning; develops logical conclusions)</p> <p>2. Imagination (resourcefulness; creativeness; constructive planning)</p> <p>3. Analytical Ability (logical discrimination between assumption and fact)</p> <p>4. Personal Behavior (demeanor; sociability; public behavior)</p> <p>5. Forcefulness (positive and enthusiastic performance of duty)</p> <p>6. Potential (increased responsibility)</p>											

Mission Contribution	Obs	1%	5%	10%	30%	50%	70%	30%	Marg	Unsat*	
D. EVALUATION (Place an "X" in appropriate box and provide supporting comments . emphasizing how well the individual contributed to mission accomplishment.)											
E. SUMMARY (Enter the total of all individuals of this grade marked in each corresponding block of item D on reports submitted by you on this occasion. Enter 0 for none. Include this individual in the summary. Include Regular, Concurrent, and Special Reports submitted by you on individuals of this grade on this occasion.)											
Trend of Performance											
<input type="checkbox"/> First Report	<input type="checkbox"/> Con-sistent	<input type="checkbox"/> Improving	<input type="checkbox"/> Declining	<input type="checkbox"/> Early	<input type="checkbox"/> Reg-ular	<input type="checkbox"/> No	Recommendation for Promotion				

Comments. Particularly comment upon the individual's overall ability, specialized assigned duties, personal traits not listed on the reverse side, and estimated or actual performance. Include comments pertaining to unique skills and distinctions that may be important to career development and future assignment. A mark in boxes with an asterisk (*) indicates adversity and supporting comments here are required. Remarks are to be legibly hand written and confined to this space below.

	Signature of Officer Evaluated: "I acknowledge that I have seen this report and have been apprised of my performance."
Date Forwarded	Signature of Reporting Senior